

POSITION EVALUATION FACTORS				
Factor 1 - SCOPE AND IMPACT OF POSITION				
RESPONSIBILITIES TO CONSIDER (And Illustrations)				MAJOR CRITERIA FOR COMPARING POSITIONS
1. Physical and financial resources <ul style="list-style-type: none"> • Cash and receivables • Buildings and equipment • Materials and supplies • Raw materials • Inventories • Valuable records 	2. Income production <ul style="list-style-type: none"> • Developing sales and service revenues • Developing new products or markets • Controlling operating costs (materials, manpower, services) • Purchasing at favorable prices • Optimizing use of capital funds 	3. Personnel <ul style="list-style-type: none"> • Line <ul style="list-style-type: none"> – Number of employees – Diversity of their work and level of skills required – Dollar size of payroll • Staff <ul style="list-style-type: none"> – Labor relations – Recruiting and development – Wage and salary administration – Policy development 	1. The actual or estimated total dollar scope of the responsibility 2. The extent to which a position can influence results in the area of responsibility 3. Importance to the company of a particular product or product line in terms of profit contribution 4. Rapidity with which changes occur in the market or in manufacturing processes (technological advances, equipment obsolescence, etc.) 5. The degree and magnitude of risks involved 6. Impact on Company or division performance as a result of personnel management responsibilities	
Factor 2 - COMPLEXITY OF ASSIGNED TASKS				
ACTIVITIES TO CONSIDER (And Illustrations)				MAJOR CRITERIA FOR COMPARING POSITIONS
1. Planning <ul style="list-style-type: none"> • Forecasting market potential and preparing sales quotas • Developing manufacturing schedules • Developing physical distribution logistics • Planning and coordinating product innovations • Programming needs for capital funds, facilities, personnel 	2. Problem solving <ul style="list-style-type: none"> • Interpreting repetitive cost data • Analyzing control reports • Determining optimum prices • Deciding on plant or warehouse locations • Estimating unit cost or demand of proposed product • Expanding or contracting Company activities • Determining priorities among research and engineering projects 	3. Creative activity <ul style="list-style-type: none"> • Analyzing competitive products or processes • Designing advertising and sales promotion programs • Developing new products, product features, and applications • Improving production processes • Developing a cost-reduction program • Designing an information system 	4. Decision making <ul style="list-style-type: none"> • Pricing • Changing product mix • Establishing or revising personnel policies • Hiring, terminating, or transferring personnel • Defining limits in union negotiations • Constructing new facilities • Approving capital expenditures 	1. Number and complexity of elements or conditions that must be anticipated and provided for 2. Whether the activity involves the application of well-known principles, or involves extending the present limits of knowledge and experience in a particular area 3. Recognized difficulty of the work to be done 4. The extent to which CE is committed by a decision that is made; the extent to which the decision is nonroutine or complicated in character 5. The impact of a decision on divisional or corporate performance, short and long term 6. The role of the incumbent in making a decision and the extent to which he is accountable for results of that decision
Factor 3 - REQUIRED KNOWLEDGE AND SKILLS				
TYPES TO CONSIDER (And Illustrations)				MAJOR CRITERIA FOR COMPARING POSITIONS
1. Specialized experience <ul style="list-style-type: none"> • Labor relations • International trade • Advertising • Transportation and distribution logistics • Marine traffic • Electronic data processing • Standard cost systems • Specific manufacturing experience 	2. Formal training in <ul style="list-style-type: none"> • A technical area <ul style="list-style-type: none"> – Chemical engineering – Mechanical engineering – Chemistry – Metallurgy – Industrial engineering • A profession <ul style="list-style-type: none"> – Accounting – Law • A business skill <ul style="list-style-type: none"> – Purchasing – Marketing – Personnel administration – Financial analysis 	3. Business <ul style="list-style-type: none"> • Knowledge of <ul style="list-style-type: none"> – Market intelligence (share of market, pricing strategy, customer needs) – Industry economics – Competitive trends • Exposure to <ul style="list-style-type: none"> – Corporate or divisional objectives – Company policies 	4. Managing and persuading <ul style="list-style-type: none"> • Directing subordinates through <ul style="list-style-type: none"> – Planning – Organizing – Developing – Appraising • Influencing others to act in <ul style="list-style-type: none"> – Labor negotiations – Selling – Purchasing – Interdivisional or inter-functional activities 	1. The depth of specialized experience the position requires 2. The type and extent of formal education or training required 3. The amount of business know-how needed to apply these knowledges and skills 4. The level of managerial or administrative skills required 5. The type of persuasive or negotiating skills required 6. The importance of these skills to the accomplishment of the tasks assigned to the position, and the level of competence required

GUIDELINES FOR DEVELOPING POSITION DESCRIPTIONS

Descriptions will be prepared to outline the most important aspects of each position — that is, the description should contain information which distinguishes the position from other positions and provides a sound basis for evaluation. Each description should include the following

1. PRINCIPAL DUTIES

- Description of the principal responsibilities
- The positions (excluding direct subordinates) with whom the incumbent must work in carrying out each duty
- The approximate percentage of time required by each activity
- Any special duties that are an important requirement of the position, but that are performed only occasionally or as special assignments

2. SCOPE AND IMPACT

- The applicable dollar figures which portray how big the job is and its total possible impact on Company success — i.e.
 - a. Operating revenue or profit generated
 - b. Assets controlled
 - c. Personnel supervised

3. COMPLEXITY OF TASKS

- How difficult the job is described in terms of the kind of decisions which the incumbent must make or participate in making — for example
 - a. *Independent decisions* for which he alone is responsible
 - b. *Shared decisions* made as a member of a committee
 - c. *Recommendations* which require approval of a higher authority before they are implemented

4. EDUCATION, EXPERIENCE, AND SPECIALIZED SKILLS REQUIRED

- Any knowledge, special preparation, or unique skills required to discharge the responsibilities of the position (only the minimum knowledge and experience required to perform the job satisfactorily should be indicated)

CE EXEMPT SALARY STRUCTURE

<u>Grade</u>	<u>ANNUAL SALARY RANGE</u>				<u>Maximum</u>
	<u>Minimum</u>		<u>(Midpoint)</u>		
18	\$46,600	\$55,300	\$59,600	\$64,000	\$72,700
17	41,100	48,200	51,700	55,300	62,400
16	36,500	42,900	46,100	49,300	55,700
15	32,300	37,800	40,600	43,300	48,800
14	28,200	33,300	35,800	38,400	43,400
13	24,900	29,300	31,600	33,800	38,200
12	22,200	26,100	28,100	30,100	34,000
11	19,400	22,900	24,600	26,400	29,800
10	17,100	20,000	21,400	22,900	25,700
9	15,500	17,900	19,000	20,300	22,600
8	14,000	16,100	17,100	18,200	20,200
7	12,700	14,500	15,400	16,300	18,000
6	11,500	13,000	13,800	14,600	16,100
5	10,300	11,600	12,300	13,000	14,300
4	9,400	10,500	11,000	11,600	12,700
3	8,400	9,500	10,000	10,600	11,600
2	7,600	8,500	8,900	9,400	10,300
1	6,900	7,800	8,200	8,700	9,500
	Lower Third		Middle Third		Upper Third

February 1, 1974

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 CE INCENTIVE COMPENSATION PLAN SALARY SYRUC

ANNUAL SALARY RANGE

<u>Grade</u>	<u>Minimum</u>		<u>Midpoint</u>	<u>Maximum</u>		<u>Bonus Guide- line as a Percentage of Salary</u>
E-31	\$161,400	\$195,300	\$213,800	\$230,300	\$266,200	50%
E-30	141,600	172,300	187,600	202,900	233,600	50
E-29	124,700	151,100	164,400	177,500	204,000	45
E-28	110,200	132,900	144,300	155,000	178,400	45
E-27	97,900	116,900	126,400	135,900	154,900	45
E-26	88,900	106,400	115,200	123,900	141,500	40
E-25	78,900	94,200	101,800	109,500	124,700	40
E-24	68,800	82,600	89,500	96,400	110,200	40
E-23	63,200	75,500	81,600	87,800	100,000	35
E-22	55,400	66,200	71,600	77,000	87,800	35
E-21	49,700	59,000	63,700	68,300	77,700	35
E-20	45,300	53,900	58,200	62,500	71,000	30
E-19	39,700	47,500	51,400	55,300	63,200	30
E-18	35,800	42,500	45,900	49,200	56,000	30
E-17	32,400	38,400	41,300	44,400	50,300	25
E-16	29,100	34,300	36,900	39,500	44,700	25
E-15	25,700	30,200	32,400	34,700	39,100	25
E-14	23,500	27,800	30,000	32,100	36,400	20
E-13	20,700	24,400	26,300	28,100	31,900	20
E-12	18,400	21,800	23,500	25,200	28,500	20

Lower
Third

Middle
Third

Upper
Third

EXEMPT POSITION DESCRIPTION

Date _____

Position is: New _____ Changed _____

Grade Assignment _____

Title _____

Division _____

Unit or Department _____

Reports to _____

TITLE

Exemption Status

Executive ☐

Professional ☐

Administrative ☐

Outside Sales ☐

PRINCIPAL DUTIES

SCOPE AND IMPACT *(As applicable)*

Sales/service volume \$ _____ Other income _____

Costs or expenses supervised \$ _____ Description _____

Assets controlled \$ _____

Personnel: Total number of employees reporting directly or through subordinates _____

Positions reporting directly _____

COMPLEXITY OF TASKS

EDUCATION, EXPERIENCE, AND SPECIAL SKILLS REQUIRED

EXEMPT POSITION DESCRIPTION

2-18

Date May 15, 1973Position is: New _____ Changed X

Grade Assignment _____

Title Vice President Legal and AdministrationDivision Lummus CorporateUnit or Department ExecutiveReports to President

TITLE

Exemption Status

Executive ☒Professional ☐Administrative ☐Outside Sales ☐

PRINCIPAL DUTIES

Directs overall operation of the Corporate Secretary, the Legal Department, the Patent & Licensing Department and the Administrative Services Department.

Advises the President and corporate officers, profit and service centers on matters of legal nature and of general administration.

Develops and establishes legal policies, practices and procedures for The Lummus Company & its subsidiaries including the review and approval of all contractual documents, protection of proprietary assets, compliance with applicable laws.

Provide direction over the establishment of general policy, plans and programs of an administrative nature for The Lummus Company and its subsidiaries including communications, office services, the acquisition, leasing or disposition of office space or real property.

Direct the prosecution or defense of all claims by or against the Company or its subsidiaries.

Insure that the division operates according to the Management by Objectives philosophy of the Company and that all requirements of this program are met in a timely and conscientious manner.

SCOPE AND IMPACT (As applicable)

Sales/service volume \$ _____ Other income _____
Costs or expenses supervised \$ 3,000,000
Assets controlled \$ 7,000,000 approx. Description Bloomfield Co.

Personnel: Total number of employees reporting directly or through subordinates 60
Corporate
Positions reporting directly Secretary, Staff Attorneys, Manager of Patent & Licensing, Manager of Administrative Services.

COMPLEXITY OF TASKS

Analysis and decisions required in complex legal problems having major impact upon the Company's business results and prospects.

EDUCATION, EXPERIENCE, AND SPECIAL SKILLS REQUIRED

Legal - Degree in Engineering or Arts, Degree in Law, Admission to the Bar, and ten years or more legal experience.

Administration - Ten years business experience.

AN IMPROVED APPROACH TO THE EVALUATION OF POSITIONS

The Civil Service Commission is proposing to implement a new (Factor Ranking/Benchmark) approach to the evaluation of positions under the General Schedule grades 1 through 15. The commission is aiming at full government-wide implementation within 48 months or so.

The results of field testing show that employees, supervisors, and classifiers found the new approach a reasonable way to grade jobs and more understandable than the present method.

The factor ranking/benchmark approach to job evaluation is a hybrid. It applies a combination of three well-established techniques (whole job ranking, factor comparison, point rating) to the classification process. This approach was designed specifically for the Federal service. It is tailor-made for an organization with a large number and variety of positions.

In a fully implemented, ongoing, operational system, the steps in job evaluation would be to:

1. Describe the job in Benchmark format.
2. Compare the job to be graded with approved Benchmarks.
3. Match the job factor-by-factor with an approved Benchmark.
4. After the factors have been matched and point rated, the points would be added up and converted to a GS grade level.

Since the above approach will probably be implemented government-wide, there is little reason why we should not adopt it. To do so:

1. We will need to develop Benchmarks, particularly for occupations within the DDO and DDI areas.
2. We should seek the participation of Directorate officers in the development of Benchmarks.
3. We should seek the participation of Directorate-level officers in the adjudication of contested position grades.
4. We probably will not need the participation of Directorate officers in conducting audits.
5. We will need to reduce the number of surveys presently scheduled.

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